

OPERATIONAL COORDINATION GROUP MEETING - 12 January 1950

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OPENING REMARKS BY THE CHAIRMAN (EXECUTIVE):

~~SEE REVERSE FOR DECLASSIFICATION ACTION~~
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I wish to make several points before ~~I make~~ any further remarks and before discussion is open.

First, any resemblance between what I am going to say and a moral lecture is strictly coincidental.

Second, I wish to make it plain that in my mind, ~~that matters~~ *question* of good faith, and ~~particular or peculiar~~ *particular* personalities, are not involved in the matter at hand. We not only have a full measure of good faith on the part of all concerned - we are further fortunate in being in relatively short supply of "personalities." I say again that these things are not in my mind and that I would appreciate it very much if they do not enter into today's discussion in case any spare heat should be generated.

The third thing is that there is no question in my mind of the competency and clear purpose of each one of you here in his particular field of responsibility.

With the above things in mind, or to put it better, having discounted any need for consideration of these things, we can proceed to examine the problem. ~~A little further on I shall state the problem as I see it. Having stated the problem, I will be glad to have it re-stated in accordance with the thoughts of those present. We shall, however, before starting discussion, agree upon a statement of the problem.~~ *(Insert statement of problem)*

The statement of my duties ~~are~~ *say* that the Executive has full responsibility for the overall operational and administrative management

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of the Agency in accordance with the policies of the Director, and for the coordination of all Agency activities to this end. The position of Executive also carries with it, ^{the} stated duties of serving as the principal ~~staff~~ officer of the Director for the administration of all CIA activities.

It is correct, therefore, to say that I am not only ^{an} ~~the~~ interested party here today, but in many ways I am legally the most interested party.

As to the proposal, ^{for establishing an operational co-ordination staff group,} which was circulated to you gentlemen by the Director for comment, I may say that I have an open mind regarding this proposal, ~~and that~~ I am perfectly agreeable to its being the first ^{of the day,} casualty, ^{and solve} so long as we agree to state the overall problem which brought about this proposal. Therefore, while we allot ^a certain part of the time to the discussion of this actual proposal, I am hopeful that this will not lead us away ^{from} ~~on~~ the real ^{were} ~~the~~ wolf ^{on the chase of a coyote.} while we are facing this live ~~lyote~~. The reasons for the proposal I shall now state. This statement comprehends ^{many} ~~most~~ of the facts which ~~exist~~ cause the overall problem to exist. As baldly as possible, here are the facts as I see them:

(a) In general it is true that ~~the~~ mutual support, working level coordination, and active cooperation between the various offices of CIA have not been developed and guided properly by the various Assistant Directors, ~~an~~ or by the Director's staff.

(b) As a result there is not at present that active, vigorous and open-hearted cooperation which should exist.

(c) Some examples tending to support ~~these~~ statements (a) and (b), ~~are as follows:~~

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1. ORE is not convinced that it is receiving ^{the} full measure of support which should be forthcoming from OSO.
2. OSI feels the same about OSO.
3. OSO feels that certain features of certain operations of OPC are potential security risks.
4. ~~The Chief~~, I&S, feels that the weakness of ^{the} ~~the~~ mutual support existing between OSO and OPC constitutes a security hazard of the first measure.
5. Both ORE and OSI feel that some of the ^{stated} ~~supported~~ functions of OGD are not being satisfactorily performed.
6. I feel that the 25X1
 of the Office of Operations are suffering by lack of proper guidance on the part of the producing offices.
7. The COAPS staff is not being given the full confidence and full ~~max~~ opportunity for usefulness which it deserves, ~~not only~~ as the immediate staff of the Director, charged by him with most specific duties, ^{This is unwarranted, particularly} ~~but due to it,~~ in the light of many unique and successful presentations made recently ^{by Coaps.}
^{These staff productions} ~~which~~ have integrated, thinking of ^{the} various Assistant Directors and ^{the} ~~other~~ staff functions, and have allowed the Director to send forward to the National Security Council, ~~and~~ the Joint Chiefs and the State Department ^{very} ~~has~~ clearly stated

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and completely ~~valid~~ valid views which reflect the proper status of CIA in the national intelligence structure. The COAPS staff, ^{partly} ~~particularly~~ through its own fault, and partly through the difficulties which they have encountered with the various Assistant Directors, ~~cannot~~ or their ~~representatives~~ ^{fully} have not ~~yet~~ comprehended the internal problems of the Agency as relates to coordination and mutual support; and they have not, therefore, developed a vigorous working scheme for the solution of any and all policy problems at the Director's level.

8. I am of the opinion, based on observation and inquiry, that the ~~staffs~~ top level policy and operational staffs, attached to the various Assistant Directors, have failed ^{to some extent} ~~miserably~~ in their important function of conducting on a day-by-day, regularly-established basis, the important work of assuring coordinated and mutually supporting ^{plans} ~~plans which~~ involve more than one office.

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